# PICT8000

## Leadership and Strategic Decision Making

Session 2, Fully online/virtual 2021

*Department of Security Studies and Criminology*

# Contents

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**Session 2 Learning and Teaching Update**

The decision has been made to conduct study online for the remainder of Session 2 for all units WITHOUT mandatory on-campus learning activities. Exams for Session 2 will also be online where possible to do so.

This is due to the extension of the lockdown orders and to provide certainty around arrangements for the remainder of Session 2. We hope to return to campus beyond Session 2 as soon as it is safe and appropriate to do so.

Some classes/teaching activities cannot be moved online and must be taught on campus. You should already know if you are in one of these classes/teaching activities and your unit convenor will provide you with more information via iLearn. If you want to confirm, see the list of units with mandatory on-campus classes/teaching activities.

Visit the MQ COVID-19 information page for more detail.

# General Information

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| Unit convenor and teaching staff<br>Bates Gill<br>bates.gill@mq.edu.au |
| Credit points<br>10 |
| Prerequisites<br>50cp at 2000 level or above and admission to BSecStudMCTerrorism or BSecStudMCrim or BSecStudMCyberSecAnalysis or BSecStudMIntell or BSecStudMSecStrategicStud |
| Corequisites |
| Co-badged status |
| Unit description<br>This unit is only available for students that are enrolled in the vertical degree program. The aim of the unit to prepare students for future senior decision-making positions in government or the private sector. To achieve this, students will first gain a deep theoretical and conceptional understanding of leadership and decision-making. In particular, the unit will explore the limits of rationality, human cognition and other decision-making hazards. Second, the unit will invite senior leaders and decision-makers to speak to the unit (e.g. from government, academia, the media or the think-tank community). Students will be provided with ample time to ask questions and learn directly from the guest's experiences and lessons learnt. Finally, students will undertake a major independent research project where they will combine the theoretical and practical elements of leadership and decision making. |

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at https://www.mq.edu.au/study/calendar-of-dates

# Learning Outcomes

On successful completion of this unit, you will be able to:

**ULO1:** Critically analyse the limits to rational decision making.

**ULO2:** Apply a theoretical and conceptual understanding of leadership and decision making to real-world examples.

**ULO3:** Develop professional skills in communication, analysis and critical thinking.

**ULO4:** Formulate, undertake and complete an individual research project to an

advanced standard.

# Assessment Tasks

| Name | Weighting | Hurdle | Due |
|------|-----------|--------|-----|
| Op-ed essay | 30% | No | Week 7 |
| Leadership Focus Project | 50% | No | Presentation due in Week 13; essay due 12/11/21 |
| Leadership profile | 20% | No | During guest lectures, Weeks 9, 10, 11, 12 |

## Op-ed essay

Assessment Type [1]: Non-academic writing
Indicative Time on Task [2]: 20 hours
Due: **Week 7**
Weighting: **30%**

Students to write a 700-word standard oped assessing a particular decision by a different leader than the one for their research project.

On successful completion you will be able to:

- Critically analyse the limits to rational decision making.
- Apply a theoretical and conceptual understanding of leadership and decision making to real-world examples.
- Develop professional skills in communication, analysis and critical thinking.

## Leadership Focus Project

Assessment Type [1]: Project
Indicative Time on Task [2]: 50 hours
Due: **Presentation due in Week 13; essay due 12/11/21**
Weighting: **50%**

Drawing from a list of biographies/autobiographies of leaders, students will be formed in groups to focus on one of the books and asked to develop a jointly prepared research presentation for the rest of the class. Students will also prepare and submit an individual critical research essay of 3000 words on their selected leader.

On successful completion you will be able to:

- Critically analyse the limits to rational decision making.
- Apply a theoretical and conceptual understanding of leadership and decision making to real-world examples.
- Develop professional skills in communication, analysis and critical thinking.
- Formulate, undertake and complete an individual research project to an advanced standard.

## Leadership profile

Assessment Type [1]: Case study/analysis
Indicative Time on Task [2]: 15 hours
Due: **During guest lectures, Weeks 9, 10, 11, 12**
Weighting: **20%**

Students will be asked to prepare a 500-word "leadership profile" for one of the guest lecturers, with background information, assessment of the guest's accomplishments/skills, and three incisive questions to be raised with the guest.

On successful completion you will be able to:

- Apply a theoretical and conceptual understanding of leadership and decision making to real-world examples.
- Develop professional skills in communication, analysis and critical thinking.

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[1] If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the Writing Centre for academic skills support.

[2] Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

# Delivery and Resources

UNIT REQUIREMENTS AND EXPECTATIONS

- You should spend an average of 12 hours per week on this unit. This includes listening to lectures prior to seminar or tutorial, reading weekly required materials as detailed in

iLearn, participating in Ilearn discussion forums and preparing assessments.

- Internal students are expected to attend all seminar or tutorial sessions, and external students are expected to make significant contributions to on-line activities.
- In most cases students are required to attempt and submit all major assessment tasks in order to pass the unit.

## REQUIRED READINGS

- The citations for all the required readings for this unit are available to enrolled students through the unit iLearn site, and at Macquarie University's library site.  Electronic copies of required readings may be accessed through the library or will be made available by other means.

## TECHNOLOGY USED AND REQUIRED

- Computer and internet access are essential for this unit. Basic computer skills and skills in word processing are also a requirement.
- This unit has an online presence. Login is via: https://ilearn.mq.edu.au/
- Students are required to have regular access to a computer and the internet. Mobile devices alone are not sufficient.
- Information about IT used at Macquarie University is available at http://students.mq.edu.au/it_services/

## SUBMITTING ASSESSMENT TASKS

- All text-based assessment tasks are to be submitted, marked and returned electronically.  This will only happen through the unit iLearn site.
- Assessment tasks must be submitted as a MS word document by the due date.
- Most assessment tasks will be subject to a 'TurnitIn' review as an automatic part of the submission process.
- The granting of extensions is subject to the university's Special Consideration Policy. Extensions will not be granted by unit conveners or tutors, but must be lodged through Special Consideration: https://students.mq.edu.au/study/my-study-program/special-consideration
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## LATE SUBMISSION OF ASSESSMENT TASKS

**Unless a Special Consideration request has been submitted and approved, (a) a penalty forlateness will apply – 10 marks out of 100 credit will be deducted per day for assignments submitted after the due date – and (b) no assignment will be accepted seven days (incl. weekends) after the original submission deadline. No late submissions will be**

**accepted for timed assessments - e.g. quizzes, online tests.**

WORD LIMITS FOR ASSESSMENT TASKS

- Stated word limits include footnotes and footnoted references, but not bibliography, or title page.
- Word limits can generally deviate by 10% either over or under the stated figure.
- If the number of words exceeds the limit by more than 10%, then penalties will apply. These penalties are 5% of the awarded mark for every 100 words over the word limit. If a paper is 300 words over, for instance, it will lose 3 x 5% = 15% of the total mark awarded for the assignment. This percentage is taken off the total mark, i.e. if a paper was graded at a credit (65%) and was 300 words over, it would be reduced by 15 marks to a pass (50%).
- The application of this penalty is at the discretion of the course convener.
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REASSESSMENT OF ASSIGNMENTS DURING THE SEMESTER

- Macquarie University operates a Grade Appeal Policy in cases where students feel their work was graded inappropriately: http://www.mq.edu.au/policy/docs/gradeappeal/policy.html
- In accordance with the Grade Appeal Policy, individual works are not subject to regrading.

STAFF AVAILABILITY

- Department staff will endeavour to answer student enquiries in a timely manner. However, emails or iLearn messages will not usually be answered over the weekend or public holiday period.
- Students are encouraged to read the Unit Guide and look at instructions posted on the iLearn site before sending email requests to staff.

# Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://policies.mq.edu.au). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- Academic Appeals Policy
- Academic Integrity Policy

- Academic Progression Policy

- Assessment Policy

- Fitness to Practice Procedure

- Grade Appeal Policy

- Complaint Management Procedure for Students and Members of the Public

- Special Consideration Policy

Students seeking more policy resources can visit Student Policies (https://students.mq.edu.au/support/study/policies). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

To find other policies relating to Teaching and Learning, visit Policy Central (https://policies.mq.edu.au) and use the search tool.

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/admin/other-resources/student-conduct

## Results

Results published on platform other than eStudent, (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

# Student Support

Macquarie University provides a range of support services for students. For details, visit http://students.mq.edu.au/support/

## Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to help you improve your marks and take control of your study.

- Getting help with your assignment

- Workshops

- StudyWise

- Academic Integrity Module

The Library provides online and face to face support to help you find and use relevant information resources.

- Subject and Research Guides

- Ask a Librarian

## Student Services and Support

Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

If you are a Global MBA student contact globalmba.support@mq.edu.au

## IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the Acceptable Use of IT Resources Policy. The policy applies to all who connect to the MQ network including students.